

Welsh European Funding Office

European Structural Investment Funds 2014-2020



Cross Cutting Themes Matrix

Ireland Wales Cooperation Programme 2014 - 2020

March 2020
Version 6



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Introduction

Ireland Wales Cooperation Programme 2014 -2020 (IW Programme)

It is proposed that the Ireland Wales Cooperation Programme 2014-2020 will contribute to the European Union strategy for smart, sustainable and inclusive growth and to the achievement of economic, social and territorial cohesion. The aim of the programme is to provide a framework for organisations in the cross-border area to actively cooperate to address challenges and share priorities of common interest on both sides of the Irish Sea thereby contributing and adding value to the economic and sustainable development priorities of Ireland and Wales.

The Welsh Chapter of the UK Partnership Agreement provides an overview of the approach to promoting the horizontal principles across the ESI funds in Wales, which includes the cross cutting themes (CCTs) of Sustainable Development and Equal Opportunities and Gender Mainstreaming. In Wales the Equal Opportunities and Gender Mainstreaming CCT includes promotion of the Welsh Language and support for speakers of the Language. In recognition of the need to provide equitable opportunities to economic participants in every section of society the Ireland Wales Cooperation Programme has threaded inclusive growth through all three priority axis.

The following guidance details the actions which should be considered by those applying for funding and those assessing funding applications, to ensure the CCTs are supported through the programme. The following section contains actions which support the CCTs specific to the priority, followed by a section which details action which is more generic and can be applied across a range of activity as appropriate.

Horizontal Principles – Cross Cutting Themes **Sustainable Development - Equal Opportunities and Gender Mainstreaming**

In designing activity to deliver the desired result, all operations should integrate the CCTs into their activity. This guidance aims to support those developing 'operations' and assessing 'operations' to understand how the CCT's can be integrated into activity, both as a set of actions specific to the priorities of the programme and generic actions which can be delivered across a range of activity.

Priority Axis 1: Cross Border Innovation

Thematic Objective: Strengthening Research, Technology Development and Innovation

INVESTMENT PRIORITY: promoting business investment in innovation and research, and developing links and synergies between enterprises, R&D centres and higher education in particular product and service DVPT, technology transfer, social innovation, eco innovation, cultural and creative industries, public service applications, demand stimulation networking clusters and open innovation through smart specialisation and supporting technological and applied research, pilot lines, early product validation actions, advances manufacturing capabilities and first production, in particular in Key Enabling technologies and diffusion for general purpose technologies.

SPECIFIC OBJECTIVE 1: To increase the intensity of knowledge transfer collaborations involving research organisations and SME's in line with the shared priorities of the smart specialisation.

The following matrix gives examples of actions which 'operations' can consider including within their Local Development Strategy which address the CCT's

Specific Actions

Actions which support SD:

Sustainable Development Strategy¹

- Developing, promoting or improving a Sustainable Development strategy. This will implement an environmental policy and will confirm that the business complies with environmental legislation. Implementing an environmental sustainability strategy will encourage economic savings, improved management and environmental benefits.
- To supplement the sustainable development strategy an Eco-Code should be developed by the beneficiary to raise environmental awareness.
- The Eco-code is displayed as a poster, and is typically situated in a central area such as a staff canteen or reception area. The poster provides practical tips and reminders for saving energy, conserving water and encouraging improved waste management.

Actions which can support EO&GM:

Women into Science, Technology, Engineering & Mathematics (STEM) and R&I

- The European Commission has set out that gender equality in research and innovation is a key element of Horizon 2020 and is mainstreamed as a cross-cutting issue throughout the programme.
- Activity in this area should maximize the opportunities to support female participation and where possible actively seek to support female role models working on operations.
- Gender balance should also be a key consideration when establishing research teams, boards and committees and Operations should consider having a minimum 40% / 60% split on all².
- Integrating gender/sex analysis in R&I content should sit alongside the integration of more established analysis.

¹ Well-Being of Future Generations Act (2015) <https://gov.wales/well-being-future-generations-guidance>

² EU Commission (2011) 'Structural Change in Research Institutions Enhancing excellence, gender equality and efficiency in research and innovation' http://ec.europa.eu/research/science-society/document_library/pdf_06/structural-changes-final-report_en.pdf

- An exemplar template is provided in the annex of this guidance and illustrates a variety of actions that the eco-code should promote. The actions should be drawn up by the organisation and would be specific to the 'operations' activities. Some generic suggestions are provided on the template.

- Developing, promoting or improving an Equal Opportunities strategy. This will implement an Equality policy and monitoring systems and will confirm that the business complies with equality legislation. Implementing an equality strategy will encourage development diversification and retention of the workforce, improved management and associated business benefits.
- Promote ownership of EO &GM by creating the role of a champion. This named person will take responsibility for developing actions which are carried forward into business activity, encouraging buy-in and ownership from fellow colleagues and external beneficiaries.

Consultation / Engagement

- Develop effective ways to work with relevant user groups to ensure products are designed with end-user in-mind and help maximise sales potential for the product e.g. local disability access groups

Priority Axis 2 : Adaption of the Irish Sea and Costal Communities to Climate Change

Thematic Objective: Promoting climate change adaptation, risk prevention and management through:

INVESTMENT PRIORITY: Supporting investment for adaption to climate change including eco-system based approaches.

SPECIFIC OBJECTIVE 2: To increase capacity and knowledge of Climate Change adaption for the Irish Sea costal communities

The following matrix gives examples of actions which ‘operations’ can consider including within their Local Development Strategy which address the CCT’s

Specific Actions	
<p>Actions which support SD</p> <p>Under this priority it is important to consider the transition to a low carbon economy. A more environmentally sustainable energy system is crucial to Wales’ future economic sustainability. As fossil fuels become scarcer and the negative effects of their combustion become more apparent, continued reliance on such fuels cannot be an option.</p>	<p>There are no specific Equal Opportunities and Gender Mainstreaming actions associated with this priority, but the generic actions in the next section may apply.</p>

Energy Efficiency actions:

- **Raise awareness and understanding of climate change-related energy issues:** ‘Operations’ that aim to raise awareness of climate change and related energy issues can contribute towards a positive change in behaviour. Low carbon, energy efficiency/conservation and renewable energy measures are more likely to be adopted once the scientific background and substantial environmental, social and economic benefits are understood.
- **Develop and promote energy conservation and efficiency measures:** This can be achieved through undertaking research into improved energy conservation and efficiency methods or technologies; promoting better energy conservation and efficiency methods or technologies. Such measures can include improved insulation materials, energy efficient lighting and heating technologies such as time-sensitive switches and combined heat and power units.
- **Water efficiency is also an important consideration for operations.** Water conservation measures such as time-limited tap flows and water storage should be installed where appropriate. Water could also be conserved through water storage and recycling schemes. Sustainable Drainage systems (SUDs) can contribute to sustainable development and improve urban design, by balancing the different issues that influence the development of communities. Approaches to manage surface water that take account of water quantity (flooding), water quality (pollution) and amenity issues are an important consideration within a construction operations.

- **Marine Energy (Tidal* and Wave*)**

When considering Marine Energy investments please refer to the Welsh Governments dedicated Marine website.

It is essential that 'operations' consider the following when commencing construction near or offshore in Wales:

- Obtain a Marine Licence;
- Obtain a European Protected Species (EPS) Licence;
- Refer to information on various regulations on the extraction of minerals by marine dredging;
- Awareness of The Conservation of Habitats and Species Regulations 2010;
- Completion of Marine Works (Environment Impact Assessment) Regulations 2007;
- Compliance with the Water Framework Directive (WFD);
- Awareness of the Marine and Coastal Access Act 2009.

Further information is provided on the dedicated Natural Resources Wales webpage entitled Marine Licencing which can be accessed using the hyperlink below.³

Small scale / community scale renewable energy schemes.

Schemes will be expected to complement the activity of the Energy Wales Programme⁴.

³ Marine Licencing – Natural Resources Wales: <http://naturalresourceswales.gov.uk/permits-and-permissions/marine-licensing/?lang=en>

• **Develop and promote low Carbon initiatives:** Once all possible energy conservation and efficiency measures have been incorporated; low Carbon initiatives can provide a substantial contribution to energy demand. The low- Carbon initiatives to consider for small scale/ community scale schemes include:

- Wind (offshore and onshore);
- Solar (photo-voltaic*);
- Wave and Tidal energy.

More information on renewable energy sources can be found in TAN 8⁵ and the Welsh Governments dedicated Energy webpage⁶

• **Develop and promote innovative technologies and processes to reduce the causes and effects of climate change.** Innovative solutions to combat climate change⁷ could take the form of improved environmental sustainability strategies, new technologies that could increase energy conservation*, technologies that could reduce emissions or technologies that could provide new or improved sources of clean renewable energy*.

⁴ Welsh Government Energy department: <https://gov.wales/climate-change>

⁵ TAN 8: Planning for Renewable Energy : <http://lle.gov.wales/catalogue/item/TechnicalAdviceNote8PlanningForRenewableEnergyStrategicSearchAreas/?lang=en>

⁶ Welsh Government Energy department: <https://gov.wales/climate-change>

⁷ Welsh Government : Climate Change <https://gov.wales/climate-change>

Energy Efficiency actions:

- **Raise awareness and understanding of climate change-related energy issues: 'Operations'** that aim to raise awareness of climate change and related energy issues can contribute towards a positive change in behaviour. Low carbon energy efficiency / conservation and renewable energy measures are more likely to be adopted once the scientific background and substantial environmental, social and economic benefits are understood.

Priority Axis 3 : Natural and Cultural Heritage and Resource

Thematic objective: Protecting the environment and promoting resource efficiency

INVESTMENT PRIORITY: Conserving, protecting, promoting and developing natural and cultural heritage.

SPECIFIC OBJECTIVE 3: To sustainably realise the potential of natural and cultural assets in increasing visitor numbers to coastal communities in the programme area.

Specific Actions	
Actions which support SD	Actions which support EO&GM
<p><u>Conservation of the land:</u></p> <p>No inappropriate development in protected areas.</p> <ul style="list-style-type: none"> Any 'operation' with the potential to damage an internationally important site (as defined by the UK Habitat Regulations 1994) must undertake an 'Appropriate Assessment'. Reference should be made to Technical Advice Note 5: Nature Conservation and Planning in particular Annex 6 which describes the process of assessment in more detail. This is separate from any Environmental Impact Assessment (EIA) being undertaken. <p>'Operations' that are shown to damage an internationally or nationally protected site will not be supported.</p>	<p>Increase visitor number</p> <ul style="list-style-type: none"> Develop marketing strategies which improve the participation of groups underrepresented in visiting heritage sites, museums and arts events (Black and minority ethnic groups, disabled people, lower socio-economic groups)

- ‘Operations’ with the potential to damage any designated site including National Parks, Areas of Outstanding Natural Beauty (AONBs), Sites of Special Scientific Interest (SSSIs) RAMSAR sites, Natura 2000 sites, national and marine nature reserves and locally important protected areas designated by local Wildlife Trusts will be subject to rigorous appraisal by the IW Team and will also be referred to Natural Resources Wales (NRW) for assessment.

Potential to implement small scale green or blue infrastructure into ‘operation’ design.

- Green infrastructure or blue infrastructure can take a variety of forms, for example: green infrastructure can include green roofs and walls, gardens, parks, productive landscapes, green corridors, small scale urban wildflower meadows, green roofs and walls and bee/insect hotels to larger scale planned parkland, wildflower set-aside areas and community “grow your own” schemes. Blue infrastructure could include planned bio-swales, porous paving and rain gardens as well as sustainable urban drainage systems (SUDs).

Retain and promote on-site biodiversity as far as possible

- A biodiversity screening exercise using the Wildlife Trust Biodiversity Benchmark tool must be carried out if the ‘operation’ involves the construction of new premises or refurbishment. A Phase 1 Habitat Survey must be undertaken if the site is likely to support valuable habitats or species (e.g. those listed in UK Biodiversity Action Plan, The Wildlife and Countryside Act or the UK Habitats Regulations 1994).

Improving visitor experience

- Improving the tourism offer for disabled individuals should be a key consideration, with tailored incentives such as ‘blue badge’ parking, more flexible booking systems for people with disabilities wishing to make last minute purchases and a commitment to access statements from accommodation providers.

Improving workforce skills and staff retention

- Despite measures taken in the context of equality and employment legislation, including the National Minimum Wage, the tourism and hospitality sector has been identified as one where employment problems seem to occur more frequently (along with retail, and care homes). Employment terms and conditions in the hotel and restaurant sector compare unfavourably with other sectors.
- Tailored support for businesses on workforce development could be developed along side skills training for employees that acknowledge different individual needs; and clear career development opportunities within the industry leading to management roles.

Unique selling point

- The language and cultural of Wales is part of the ‘experience’ the visitor has. Operations should ensure services to customers are made available in both Welsh and English, including marketing materials, websites and publicity and the Welsh language is a visible part of the visitor experience within Wales.

Cultural Heritage:

Sympathetic building design to maintain the cultural heritage of the land.

- Develop and promote effective local sustainable supply chains. Beneficiaries should seek to develop local supply chains. Selecting suppliers according to their environmental performance and quality of their goods and services will benefit the environment. Locally sourced products should be used wherever possible.

Develop and promote energy conservation and efficiency measures:

- This can be achieved through undertaking research into improved energy conservation and efficiency methods or technologies; promoting better energy conservation and efficiency methods. Such measures can include improved insulation materials, energy efficient lighting and heating technologies such as time-sensitive switches and combined heat and power units.

Water efficiency is also an important consideration for operations.

- Water conservation measures such as time-limited tap flows and water storage should be installed where appropriate. Water could also be conserved through water storage and recycling schemes. Sustainable Drainage systems (SUDs) can contribute to sustainable development and improve urban design, by balancing the different issues that influence the development of communities. Approaches to manage surface water that take account of water quantity (flooding), water quality (pollution) and amenity issues are an important consideration within a construction operation.

Maximise resource efficiency 'Operations' should maximise opportunities to use resources more efficiently, which would bring significant financial savings.

- The adoption, implementation or improvement of an environmental sustainability strategy would have an important role in meeting this objective. Methods that minimise the unnecessary use of raw materials should be developed and adopted. All construction 'operations' over £300,000 in value should produce a site waste management plan.

An Eco-Code should be developed by the beneficiary to raise environmental awareness.

- The Eco-code is displayed as a poster, and is typically situated in a central area such as a staff canteen or reception area. The poster provides practical tips and reminders for saving energy, conserving water and encouraging improved waste management. An exemplar template is provided in the annex of this guidance and illustrates a variety of actions that the eco-code should promote. The actions should be drawn up by the organisation and would be specific to the 'operations' activities. Some generic suggestions are provided on the template.

Tourism:

- **Encourage diversification wherever possible.**
- **Promote Eco-tourism:**
 - Ensure low impact on the natural environment
 - Provide education to empower communities and foster fragile ecosystems and cultural differences.
 - Encourage greater appreciation of the natural environment.

Generic Actions across all Priorities

These actions have the potential to apply across projects irrespective of the activity they are engaged in.

Actions which support SD

Develop and promote innovative technologies and processes to reduce the causes and effects of climate change.

- Innovative solutions to combat climate change⁸ could take the form of improved environmental sustainability strategies, new technologies that could increase energy conservation*, technologies that could reduce emissions or technologies that could provide new or improved sources of clean renewable energy*.

Develop and promote effective local sustainable supply chains.

- Beneficiaries should seek to develop local supply chains. Selecting suppliers according to their environmental performance and quality of their goods and services will benefit the environment. The link below will give you further help on sustainable procurement, and provides tools, resources and several case studies.¹²

Actions which support EO &GM

Recruitment

- Ensure that all recruitment and job opportunities are made available to all individuals, including those with protected characteristics in line with the Equality Act 2010.
- Wherever possible organisations should seek to broaden the diversity of their workforce and ensure that external recruitment is supported if possible. However, where organisations have policies which have been jointly agreed between management and trade unions, these policies should apply. Vacancies can be advertised internally under the terms laid down in the agreed policy. Where it is thought unlikely to be able to fill the vacancy internally, they should also be advertised using a range of methods which would include jobcentres, agencies, national, local and specialist press, third sector organisations and other websites where appropriate and affordable.

⁸ Welsh Government : Climate Change <https://gov.wales/climate-change>

<p>No inappropriate development in protected areas.</p> <ul style="list-style-type: none"> Any 'operation' with the potential to damage an internationally important site (as defined by the UK Habitat Regulations 1994)¹³ must undertake an 'Appropriate Assessment'. Reference should be made to Technical Advice Note 5: Nature Conservation and Planning 14 in particular Annex 6 which describes the process of assessment in more detail. This assessment must be separate from any Environmental Impact Assessment (EIA)* being undertaken. Further information on EIAs is provided in the footnote¹⁵. <p>Develop brown field sites of low ecological value wherever possible:</p> <ul style="list-style-type: none"> If the 'operation' involves the creation of new research facilities or premises, a focus on reclaiming and rejuvenating derelict and under-utilised brown field sites of low ecological value or reusing existing buildings should be priority, rather than developing green field land or brown field sites of significant ecological value. A well designed brown field development is more likely to integrate with, and complement, the surrounding area. It will also be able to take advantage of existing community services such as public transport. WEFO would require any 'operation' developing a green field site* (or a brown field site of significant ecological value) to provide evidence that a suitable alternative brown 	<p>Language / Accessibility</p> <ul style="list-style-type: none"> Ensure all materials, websites and publicity aimed at the public are made available in accessible¹⁰ and bilingual formats: <ul style="list-style-type: none"> - English/Welsh or; - in the appropriate community language if targeting BME under-represented groups - large print / audio / Braille versions of training / educational / marketing materials. <p><u>For example:</u></p> <ul style="list-style-type: none"> - Apply the Welsh Language Commissioner's guidance on 'Bidding for Contracts and Grants: Welsh language considerations'¹¹ in your own organisation and to your delivery partners and abide by your own Welsh Language Scheme and/or any language standards you may become subject to¹² Plan how you can offer your services to participants (e.g. courses, activities, mentoring etc.) in both Welsh and English. If your organisation is unable to make provision for Welsh-speaking participants, consider involving other delivery partners who can do so
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¹⁰ Office for Disability Issues 'Guide to Accessible Publishing' <http://odi.dwp.gov.uk/inclusive-communications/channels/publishing.php>

¹¹ Bidding for Contracts and Grants: Welsh language considerations

<http://www.comisiynyddygydraeg.cymru/hybu/SiteCollectionDocuments/Contractau%20a%20Grantiau%20Saesneg.pdf>

¹² Welsh Language Commissioner's Website <http://www.comisiynyddygydraeg.cymru/english/Pages/Home.aspx>

field site of low ecological value was not available.

Potential to implement small scale green or blue infrastructure into 'operation' design.

- Green infrastructure or blue infrastructure can take a variety of forms, for example: green infrastructure can include green roofs and walls, gardens, parks, productive landscapes, green corridors, small scale urban wildflower meadows, green roofs and walls and bee/insect hotels to larger scale planned parkland, wildflower set-aside areas and community “grow your own” schemes.
- Blue infrastructure could include planned bio-swales, porous paving and rain gardens as well as sustainable urban drainage systems (SUDs).

- Ensure that contractors and delivery partners will be able to deal with you in Welsh, if they wish to do so.

- Clarify what is and isn't good practice for accessibility in respect of publications, materials and websites by referencing organisations such as RNIB Cymru¹³, BSI Web accessibility 'code of practice'¹⁴

Equality Impact Assessments (EIAs)

- The Public Sector Equality Duty (PSED) in Wales (arising from the Equality Act 2010) aims to help public authorities address inequalities and contribute towards a fairer society as well as helping public authorities to achieve better outcomes for everyone.
- One way public bodies can ensure they are working towards such aims and reduce potential inequality is to undertake equality impact assessments, which help reduce inequality and mitigate potential adverse impacts.¹⁵
- Organisations not covered by the PSED¹⁶ can also carry out EIAs, as appropriate, to demonstrate good practice.

¹³ RNIB Cymru <http://www.rnib.org.uk/wales-cymru-1>

¹⁴ British Standards Institute (BSI) Web accessibility code of practice <http://shop.bsigroup.com/en/ProductDetail/?pid=000000000030180388>

¹⁵ Equality Impact Assessments: Welsh Government <https://gov.wales/topics/people-and-communities/equality-diversity/?lang=en>

¹⁶ Equality and Human Rights Commission <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-wales>

Actions to promote biodiversity on site.

- These include: preserving any natural and wildlife characteristics of the site, such as existing mature trees, hedgerows or ponds. Further landscaping could use plant species that are native and characteristic to the area. Maximise opportunities for creating new wildlife habitats on site, particularly for sensitive species that may have been displaced as a result of the development.

Plan for maximum integration of the development within the existing surrounding community:

- The design of the site should be based on a robust appraisal of the surrounding area, allowing for maximum integration of the development into the community. The site should provide good links with surrounding areas.

Integrate renewable energy sources.

- It may be possible to install technology for producing renewable energy such as solar water heating*, photo-voltaic (PV) solar panels*, biomass heating* or wind turbines*.

Develop innovative technologies to promote sustainable transport.

- Research into, and the application of, new technologies to promote more sustainable transport (such as hydrogen fuel cells* or biogas/biodiesel systems*), would provide environmental benefits as well as potentially significant future economic benefits.

Adopt a Travel Plan*.

- This plan would include such initiatives as car sharing schemes, provide information on public transport options, provide facilities for safe cycle parking and changing/shower facilities to encourage cycling and walking.

Research innovative ICT systems to reduce the need for travel.

- 'Operations' should research innovative ICT systems to reduce travel need wherever possible.

Maximise resource efficiency.

- 'Operations' should maximise opportunities to use resources more efficiently, which would bring significant financial savings. The adoption, implementation or improvement of an environmental sustainability strategy would have an important role in meeting this objective. Methods that minimise the unnecessary use of raw materials should be developed and adopted. All construction 'operations' over £300,000 in value should produce a site waste management plan⁹.

⁹ WRAP Site Waste Management plan information: <http://www.wrap.org.uk/content/site-waste-management-plans-1>

Eco-Code

An Eco-code is a set of behaviours aimed at raising environmental awareness and information among the staff and users of a premises and/or organisation. The Eco-code (usually displayed using posters) provides practical tips and reminders for saving energy, water and resources. The following example template illustrates the kind of actions that the eco-code should promote. The actions should be drawn up by the lead beneficiary and would be specific to the lead beneficiary's activities. However, some suggested actions are included in the template.

	Prevention, Reduce, Reuse, Recycle
Eco-Code	We will prevent, reduce, repair, reuse and recycle to minimise waste wherever possible.
Actions	<ul style="list-style-type: none">• Purchase items with low / zero levels of packaging;• Recycle all materials used, including paper, metals, glass, plastic and food;• Compost appropriate perishable items.

	<h1>Transport</h1>
Eco-Code	We will try and encourage more environmentally friendly ways for you to travel when you come and see us! Likewise, organisation business will be conducted through the most environmentally sustainable mode of transport available.
Actions	<ul style="list-style-type: none"> • Reduce need for travel where possible through the use of ICT; • Utilise, promote and enhance public transport wherever possible; • Use Videoconference and Teleconference; • Vehicle share wherever possible (see example below). <p>www.sewtacarshare.com (if travelling from South East Wales)</p> <p>www.swwitch2share.com (if travelling from South West Wales)</p>

	<h1>Purchasing</h1>
Eco-Code	We will buy products and materials that do not harm the environment when they are made or used.
Actions	<ul style="list-style-type: none"> • Purchase reused/recycled products wherever possible; • Aim to achieve Level 3 of the Sustainable Procurement Assessment Framework (SPA) overall and Level 5 in at least one area.

	<h1>Water</h1>
Eco-Code	We will save water wherever possible.
Actions	<ul style="list-style-type: none"> • Turn off taps whenever not in use; • Install water conservation measures such as time limited taps, 'grey water' recycling systems, dual flush toilets, water aerators on all sink taps and water saving devices in toilet cisterns.

	<h1>Energy</h1>
Eco-Code	We aim to lower energy consumption and teach you about how to save energy!
Actions	<ul style="list-style-type: none"> • Turn off all heating/lighting when not needed; • Use heating controls to swiftly react to different daily heating needs; • Install effective insulation, close all doors/windows in winter; • Subscribe to a green energy company such as Good Energy that can source 100% green electricity; • Install renewable energy facilities where possible, such as solar water heating.

	<h1>Biodiversity</h1>
Eco-Code	We will try and increase the biodiversity of the site and its surroundings.
Actions	<ul style="list-style-type: none"> • Consult local wildlife groups on how to effectively encourage biodiversity and wildlife in your area.

Raising Awareness

Eco-Code

We will inform all our visitors and the general public about how we are looking after our environment and hope they do the same at home! For example: Notices and reminders around the centre, promote ourselves to local media and provide information on our website

Actions

- Place prominent notices and posters around the organisation premises;
- Provide information on website and in literature.



Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

CCT Guidance Control Version Document

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Changes made March 2020 Version

Theme	Page Number	Change	Reason
General document	Various pages	Version and Date of document change	To update document
SD			
	Various pages	Web links updated	Previous web links did not work.
EO&GM			
	18	Updated web-link	Previous web-link not working